

City of Scottsdale
Police Department

Strategic Plan
Fiscal Year 2010/11 - 2014/15



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MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department's 2010/11 to 2014/15 Strategic Plan. Our new plan builds upon the many successes of our previous Strategic Plans, and includes several new Strategies identified during our annual review and prioritization process, as well as several continuing Strategies that were part of the Public Safety Strategic Plan. It contains our commitment to address community concerns through an insightful examination into emerging City issues and a commitment to our employees to develop their abilities and skills to ensure total quality service.

Credit for our success belongs to the leadership demonstrated by the Police Department's management team (both sworn and civilian), as well as the work being accomplished by many members of our organization, and citizens we have built partnerships with throughout our community.

We have enjoyed tremendous support from the Mayor, City Council, and the City Manager's office. It is with their support, and the support of Scottsdale's citizens, that we have been able to move forward with many of our strategic priorities.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the City of Scottsdale.



ORGANIZATIONAL OVERVIEW

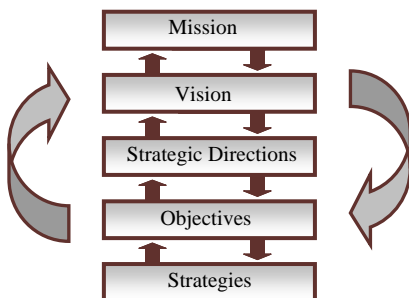
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 244,000 persons in an area of 185 square miles, stretching 31 miles from north to south. The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity. The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, reflecting the commitment of the Department to constantly improve the quality of service provided to the citizens of Scottsdale.

OUR MISSION

“The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement’s role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.”

OUR VISION

“The Scottsdale Police Department is a professional organization with exemplary leadership and employees. We are known as a community that is safe and secure, and have reduced the fear of crime for all of our citizens and visitors. We have collaborative working partnerships with the community and City government. Our resources, including finances, technology and staffing levels, are aligned with our 5-year strategic directions.”













DEFINITIONS
Mission <i>Is a statement of the general purpose of the organization.</i>
Vision <i>Is an image of how the organization desires to operate in the future.</i>
Strategic Directions <i>Are derived from the Department’s Mission & Vision & are high-level statements of what the organization desires to achieve.</i>
Objectives <i>Are derived from & support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.</i>
Strategies <i>Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & are designed to produce measurable results.</i>

SCOTTSDALE POLICE DEPARTMENT

TRENDS IN POPULATION, WORKLOAD & ANTICIPATED PERSONNEL

In developing this Strategic Plan, the Department conducted both an internal and external analysis to identify trends and factors that might possibly impact the successful implementation of the plan. This included a review of population trends, demographics, available resources, and level of demand for police services. During review, the following key trends and factors were identified:

-  The population of Scottsdale will continue to gradually increase.
-  Citizen-generated and Officer-initiated calls for service will remain fairly stable or slightly increase.
-  The center of the population for the City will continue to move north.
-  Tourism will remain stable in Scottsdale, although total number of market area visitors was down slightly from the previous year.
-  The newly opened Major League Baseball Spring Training facility on adjacent Salt River Pima-Maricopa Indian Community land will impact traffic and possibly criminal activity. The multi-purpose facility is located on 140 acres of adjacent reservation land, and includes an 11,000 seat capacity ballpark, 12 practice fields, and office buildings.
-  Land use will remain at approximately 59% residential, 30% open space, 8% industrial/commercial, and 3% institutional.
-  The City's revitalization efforts in the Downtown District will impact the Department's workload and policing strategies over the next few years. The revitalization includes new mixed-use commercial, retail, and residential developments in the downtown area, with expected population growth.
-  FY2010/11 positions adopted: 423 sworn, 266 civilian employees.
-  FY2010/11 authorized Officers per 1,000 population: 1.72.
-  FY2010/11 authorized civilian employees per 1,000 population: 1.08.

Sources: City of Scottsdale Planning Division, "Population Projections to 2020 Build-out"; Scottsdale Police Department "FY 2010/11 Budget" and "Calls for Service Historical Statistics".

ASSUMPTIONS

This plan was developed under the assumption that it would be implemented under a somewhat stable environment. However, significant changes to the environment could impact successful implementation, which is based on the following key assumptions:



The downtown area is the established, more mature part of Scottsdale. The southernmost part of this area contains neighborhoods typical of the 1960's and early 1970's. The northern part of downtown contains large, master-planned communities built in the late 1970's and early 1980's. Much of the City's retail, entertainment, and office activities are located in this area¹.



The central Scottsdale area includes a combination of mature neighborhoods and newer developments, with several major master-planned communities, as well as high density single-family homes, town homes, condominiums, and apartments. The area includes the Scottsdale Airpark, which is the 3rd largest employment center in Arizona, with nearly 30,000 employees in over 2,000 businesses¹.



The north part of the City includes several newer large master-planned communities, many with golf courses. The area is a lower density, high-desert environment with relatively little commercial development. The area includes 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts¹.



Homeland Security issues will continue to evolve requiring an all-hazards approach to prevent and respond to natural and man-made disasters.



City revenue will experience a decline.

Notes: 1. City of Scottsdale "Demographics Trends Analysis", October 2010, Department of Economic Vitality.









THE PLANNING PROCESS

The Strategic Planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a 5-Year “Roadmap” that steers the Department and promotes effective resource allocation and budget planning. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2010 Strategic Plan update process involved a full-day retreat with 45 attendees representing Police Command Staff, Lieutenants, and Civilian Managers. The primary focus of the retreat was to review the Department’s progress during the past year, and update the existing 5-Year Strategic Plan for continuation into the new fiscal year and beyond. The process involved a review of key inputs, a review of the existing plan, brainstorming to identify additional strategies, modification of existing strategies, and prioritization of strategic issues.

REVIEW OF INPUTS

Prior to the annual update retreat, attendees reviewed several key inputs that would serve as a guide during the update process. The review covered:

-  Key accomplishments & Strategies completed the previous fiscal year.
-  Adjustments made to the Strategic Plan during the previous fiscal year.
-  Current Strategy Leader assignments & availability of resources.
-  Expected completion dates & percent complete of continuing Strategies.
-  The Public Safety 5-Year Strategic Plan showing shared initiatives with the Fire Department.
-  Approved & pending Police Capital Improvement Projects.
-  Police Department budget allocations.
-  Various City trends & assumptions.

Attendees considered these inputs while reviewing and making adjustments to the Strategic Plan throughout the retreat.

REVIEW & UPDATE OF THE 5-YEAR PLAN

The 2010 Strategic Planning process marked the Department's 8th consecutive year of success with our strategic planning initiative. During the retreat, attendees focused on reviewing and updating the existing 5-Year Plan. A review of the Department's Vision and Mission statements confirmed that the Department is still committed to those statements. Attendees also reaffirmed the Department's continued commitment to the existing Strategic Directions.

With consensus on the Department's overall goals, attendees moved on to brainstorm and discuss new Strategies for inclusion in the Strategic Plan. The process resulted in the development of 11 new Strategies focused on enforcement, crime prevention, investigations, technology, and scheduling and deployment. The 11 newly identified Strategies were discussed and defined, and then linked to Strategic Plan Objectives.

In addition to the development of new Strategies, the overall process allowed for proposal and concurrence on various other modifications to previously existing Strategies in the 5-Year Strategic Plan. The modifications included title changes, movement of Strategies, and combination or removal of some Strategies.

PRIORITIZATION

During the month following the retreat, the Chief and Command Staff worked to prioritize the newly aggregated list of Strategies, position them on a 5-year calendar, and identify funding requirements and funding status. Strategies scheduled to begin during the first year of the plan were positioned by Quarter and assigned Strategy Leaders responsible for implementation. Strategy Leaders then worked with Command Staff to develop Strategy Definitions, Measures of Success, and Action Plans for each first-year Strategy.

IMPLEMENTATION & EVALUATION

SPONSORSHIP & ACCOUNTABILITY

The Department's top staff is committed to the successful implementation of the Strategic Plan. The Chief of Police, Assistant Chiefs and Commanders take personal responsibility for the Strategic Plan Objectives. As "Sponsors", they work together as a team to assign Strategy Leaders and balance resources as the Department moves forward with the Plan.

STRATEGIC PLAN REVIEW, TRACKING & MEASUREMENT

Progress toward the Strategic Plan is reviewed and tracked using an internal tool that is updated by Strategy Leaders on a monthly basis. The tracking tool contains detailed information about Department Strategies, and includes key accomplishments, percent complete, current status, timelines, history of extensions and any issues that need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief and top staff at monthly status update meetings. These meetings provide a forum for recognizing accomplishments and open discussion if a Sponsor or Strategy Leader indicates they need resolution of issues or resource assistance to keep the Strategy "on-schedule".

In addition to the monthly update process, the tracking tool is used for the generation of Quarterly Progress Reports that highlight "Key Accomplishments" during each Quarter. These reports are reviewed at Quarterly management meetings, and are distributed department-wide via the "PoliceLine" newsletter.

ANNUAL REVIEW & UPDATE OF THE 5-YEAR PLAN

The Strategic Plan is reviewed and updated on an annual basis, in line with the City's annual budget review cycle. The Department's overall Objectives and Strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A revised 5-Year Plan is created each fiscal year based upon the outcome of the Department's annual review. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, Capital Improvement Project (CIP) development, and equipment and personnel planning.

ANNUAL PERFORMANCE REPORT

An Annual Performance Report is prepared each fiscal year and is published to the Department's website. The report provides information on the progress and status of each Strategy initiated that fiscal year. The report is available for download from the City's website at <http://www.scottsdaleaz.gov/>.

STRATEGIC DIRECTIONS & OBJECTIVES

The primary focus of the 5-Year Strategic Plan is to improve service delivery to the Citizens of Scottsdale. The following chart summarizes the 5 Strategic Directions, or priorities, that the Department will focus on over the next 5 years. Below the chart are the supporting Objectives for each of the Strategic Directions.

STRATEGIC DIRECTIONS & OBJECTIVES

STRATEGIC DIRECTIONS	STRATEGIC OBJECTIVES
1.0 REDUCE CRIME	1.1 Enhance Patrol Capabilities 1.2 Enhance Crime Prevention Initiatives 1.3 Increase Investigative Capabilities 1.4 Strengthen Administrative Bureau Service Levels
2.0 PROVIDE EXEMPLARY TRAINING SOLUTIONS	2.1 Enhance Training Initiatives 2.2 Strengthen Scheduling & Deployment
3.0 ENHANCE RECRUITMENT & RETENTION	3.1 Strengthen Hiring Initiatives 3.2 Develop Employees
4.0 INNOVATE FOR THE FUTURE	4.1 Strengthen Facilities Planning 4.2 Advance Technology Solutions 4.3 Develop the Organization
5.0 STRENGTHEN COMMUNICATIONS	5.1 Strengthen Internal & External Communications

1.0 REDUCE CRIME

Strategic
Direction

1.0

1.1 Enhance Patrol Capabilities

1.2 Enhance Crime Prevention Initiatives

1.3 Increase Investigative Capabilities

1.4 Strengthen Administrative Bureau Service Levels

Sponsored by:

Asst. Chief John Cocca

1.1

Cmdr. Mike Rosenberger

1.2

Cmdr. Scott Popp

1.3

Dir. Helen Gandara

1.4



"A holistic approach is needed in any community to positively affect the quality of life & reduce crime. At the front end, we will continue to invest in the cornerstone of crime prevention through community partnerships & prevention strategies, while further assisting our communities through aggressive enforcement of our State & local laws."

1.1 Enhance Patrol Capabilities

Strategies	Year	Funding Status
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Department.	1	ER
1.1.2 Evaluate tactical response & warrant service capabilities.	3	ER

1.2 Enhance Crime Prevention Initiatives

Strategies	Year	Funding Status
1.2.1 Formalize a process for the Department to continually address foreclosure issues.	1	ER

1.3 Increase Investigative Capabilities

Strategies	Year	Funding Status
1.3.1 Conduct an assessment of video surveillance technology options.	1*	ER
1.3.2 Reassess the feasibility of obtaining new command vans with RICO funding.	1*	RICO
1.3.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.	2	ER
1.3.4 Establish a comprehensive youth services initiative.	3	NF

1.4 Strengthen Administrative Bureau Service Levels

Strategies	Year	Funding Status
1.4.1 Evaluate workload assessment/staffing models for Administrative Services Bureau.	2	ER
1.4.2 Complete an updated civilian staffing & workload assessment.	2	ER

Legend

Year	Funding Status
1= FY 2010/11	ER = Existing Resources
2= FY 2011/12	NF = Not Funded
3= FY 2012/13	OP = Operating
4= FY 2013/14	GR = Grant
5= FY 2014/15	CIP = Capital Improvement Project
	RICO= Assets seized via Racketeer-Influenced & Corrupt Organization Act

Strategic
Direction

2.0

2.0 PROVIDE EXEMPLARY TRAINING SOLUTIONS

2.1 Enhance Training Initiatives

2.2 Strengthen Scheduling & Deployment

Sponsored by:

Asst. Chief Sean Duggan

2.1

Cmdr. Johnny Cervantes

2.2



"Continued organizational development is a key objective that identifies the need to strive for excellence through the measurement of our performance in each organizational component, maintain the highest level of professional standards in all areas & by always striving to meet or exceed the identified best practices of our industry, all in an effort to continually develop & improve our organization."

"Employees who are properly developed are the essential tool in providing outstanding customer service. It is the responsibility of every professional organization to develop employees to their fullest potential."

2.1 Enhance Training Initiatives

Strategies	Year	Funding Status
2.1.1 Develop & implement an integrated Police/Fire Department training plan.	1	ER
2.1.2 Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	1	ER
2.1.3 Evaluate & identify training needs for all levels throughout the department.	1	ER
2.1.4 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.	2	ER/NF

2.2 Strengthen Scheduling & Deployment

Strategies	Year	Funding Status
2.2.1 Evaluate the impact of the new Salt River Indian Stadium Complex.	2	ER
2.2.2 Assess the impact of Scottsdale Airpark revitalization.	2	ER
2.2.3 Assess & identify additional patrol staffing needs to address City growth trends.	2	ER
2.2.4 Develop District specific allocation & deployment models.	2	ER
2.2.5 Develop a jail staffing model.	3	ER

3.0 ENHANCE RECRUITMENT & RETENTION

Strategic
Direction

3.0

3.1 Strengthen Hiring Initiatives

3.2 Develop Employees

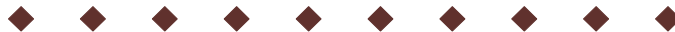
Sponsored by:

Asst. Chief Sean Duggan

3.1

Cmdr. Bill Wilton

3.2



"Hiring the best possible police applicant is pivotal in keeping our city one of the safest in the nation. We are committed to recruiting, hiring, training & retaining employees who whole-heartedly embrace the values of the City of Scottsdale"

"The Department is committed to performance improvement & continuous learning by employees. For this reason, strategies under this Objective provide a multi-faceted approach to training & organizational development through leadership development, mentoring & training"

3.1 Strengthen Hiring Initiatives

Strategies	Year	Funding Status
3.1.1 Evaluate Police/Fire Department recruitment programs & develop joint recruitment efficiencies.	1	ER
3.1.2 Evaluate additional recruit sources.	1	ER

3.2 Develop Employees

Strategies	Year	Funding Status
3.2.1 Create a formalized mentoring plan for sworn & civilian employees.	1	ER
3.2.2 Evaluate the need for a formal succession planning process.	2	ER
3.2.3 Create interdivisional training program for sworn & civilian employees.	2	ER
3.2.4 Refine technology positions & opportunities for retention.	3	ER

*Strategy is continuing from previous FY.

4.0 INNOVATE FOR THE FUTURE

4.1 Strengthen Facilities Planning

4.2 Advance Technology Solutions

4.3 Develop the Organization

Strategic
Direction

4.0

Sponsored by:

Dir. Helen Gandara

4.1, 4.2, 4.3



“A key component of public safety providing quality service to the community is having & maintaining facilities that provide the community accessibility to the police. It's also important to provide space for the essential functions critical to effective law enforcement that are both functional & current in technologies. This will allow personnel to accomplish their mission in serving our community. This strategic direction is focused on ensuring that we continually evaluate our facility needs & provide new facilities & appropriate enhancements of existing facilities to meet the law enforcement objectives of the Department & community in the most cost effective manner possible.”

“Technology is a cornerstone & a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools & new ways of effectively doing our work, & enhanced means of providing communication links & networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

The goal of Objective 4.3 is the development of the organization. We will evaluate past performance through self-analysis, aimed at improving systems to deliver the best practices policing has to offer.

4.1 Strengthen Facilities Planning

Strategies	Year	Funding Status
4.1.1 Establish a process to continually evaluate opportunities for shared Police/Fire Department facilities.	1	ER
4.1.2 Implement a process to coordinate staffing & facility planning.	1	ER
4.1.3 Develop a long-range comprehensive Police Department space-needs study.	1	ER
4.1.4 Expand District 2 Jail facility.	3	NF

4.2 Advance Technology Solutions

Strategies	Year	Funding Status
4.2.1 Improve automated information sharing with other Criminal Justice agencies.	1*	OP
4.2.2 Identify alternative mobile devices for data communications.	1*	OP
4.2.2 Evaluate the benefit of coordinating Police/Fire Department information technology purchases through one source.	1*	ER
4.2.2 Establish a process for continual identification & prioritization of technology needs for each Bureau.	1	ER

* = Strategy continuing from previous fiscal year.

4.3 Develop the Organization

Strategies		Year	Funding Status
4.3.1	Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	1*	OP
4.3.2	Revise previous Department performance measures process into an integrated process with meaningful workloads indicators.	1*	ER
4.3.3	Develop & establish a Police/Fire Department process evaluation & improvement team.	1*	ER
4.3.4	Assess the Department's processes & resources for acquiring grants & donations.	1	ER
4.3.5	Conduct a Police/Fire Department process evaluation to identify areas for integration.	1	ER
4.3.6	Conduct a comprehensive review of specialized components to ensure most effective utilization of resources & delivery of services (staffing model).	2	ER
4.3.7	Develop a proposal for temporary duty assignment program in the public/private sector.	2	ER
4.3.8	Assess need for District administrative support.	3	ER/NF
4.3.9	Create an Internal Audit Unit.	4	NF

* = Strategy continuing from previous fiscal year.

5.0 STRENGTHEN COMMUNICATIONS

5.1 Strengthen Internal & External Communications

Strategic
Direction

5.0

Sponsored by:

Cmdr. Jeff Walther

5.1



"A community's trust is invaluable to its police department. In order to garner this trust, positive relationships with the citizen's we serve as well as other public safety partners must be both fostered & maintained in order to ensure the best possible service."

5.1 Strengthen Internal & External Communications

Strategies		Year	Funding Status
5.1.1	Implement a public awareness campaign focused on the dangers of distracted driving.	1*	ER/NF
5.1.2	Explore establishing a police athletic league.	1*	ER/NF
5.1.3	Establish a process to promote continual team building opportunities for the Police & Fire Departments.	1*	ER
5.1.4	Institute a collaboration model between Police & Fire Department leadership.	1*	ER
5.1.5	Establish common community outreach initiatives with the Fire Department.	1*	ER
5.1.6	Evaluate possible integration of Police/Fire Department annual reports.	1*	ER
5.1.7	Create a Scottsdale Police Department yearbook to capture history.	2	ER

* = Strategy continuing from previous fiscal year.

SCOTTSDALE POLICE DEPARTMENT

2010/11 to 2014/15 FIVE YEAR CALENDAR

C = continuing from previous fiscal year

Scottsdale Police Department Strategies					
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Strategic Direction 1 – Reduce Crime					
1.1 Enhance Patrol Capabilities	ASST. CHIEF JOHN COCCA				
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Dept.	√				
1.1.2 Evaluate tactical response & warrant service capabilities.			√		
1.2 Enhance Crime Prevention Initiatives	CMDR. MIKE ROSENBERGER				
1.2.1 Formalize a process for the Department to continually address foreclosure issues.	√				
1.3 Increase Investigative Capabilities	CMDR. SCOTT POPP				
1.3.1 Conduct an assessment of video surveillance technology options.	C				
1.3.2 Reassess the feasibility of obtaining new command vans with RICO funding.	C				
1.3.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.		√			
1.3.4 Establish a comprehensive youth services initiative.			√		
1.4 Strengthen Administrative Bureau Service Levels	DIR. HELEN GANDARA				
1.4.1 Evaluate workload assessment/staffing models for Administrative Services Bureau.		√			
1.4.2 Conduct an updated civilian staffing & workload assessment.		√			
Strategic Direction 2 – Provide Exemplary Training Solutions					
2.1 Enhance Training Initiatives	ASST. CHIEF SEAN DUGGAN				
2.1.1 Develop & implement an integrated Police Dept. / Fire Dept. training plan.	√				
2.1.2 Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	√				
2.1.3 Evaluate & identify training needs for all levels throughout the department.	√				
2.1.4 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.		√			
2.2 Strengthen Scheduling & Deployment	CMDR. JOHNNY CERVANTES				
2.2.1 Evaluate the impact of the new Salt River Indian Stadium Complex.		√			
2.2.2 Assess the impact of Scottsdale Airpark revitalization.		√			
2.2.3 Assess & identify additional patrol staffing needs to address City growth trends.		√			
2.2.4 Develop District specific allocation & deployment models.		√			
2.2.5 Develop a jail staffing model.			√		
Strategic Direction 3 – Enhance Recruitment & Retention					
3.1 Strengthen Hiring Initiatives	ASST. CHIEF SEAN DUGGAN				
3.1.1 Evaluate Police/Fire Dept. recruitment programs & develop joint recruitment efficiencies.	√				
3.1.2 Evaluate additional recruit sources.	√				
3.2 Develop Employees	CMDR. BILL WILTON				
3.2.1 Create a formalized mentoring plan for sworn & civilian employees.	√				
3.2.2 Evaluate the need for a formal succession planning process.		√			
3.2.3 Create interdivisional training program for sworn & civilian employees.		√			
3.2.4 Refine technology positions & opportunities for retention.			√		

SCOTTSDALE POLICE DEPARTMENT

Scottsdale Police Department Strategies					
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Strategic Direction 4– Innovate for the Future					
4.1 Strengthen Facilities Planning	DIR. HELEN GANDARA				
4.1.1 Establish a process to continually evaluate opportunities for shared Police/Fire Department facilities.	√				
4.1.2 Implement a process to coordinate staffing & facility planning.	√				
4.1.3 Develop a long-range comprehensive Police Department space-needs study.	√				
4.1.4 Expand District 2 Jail facility.			√		
4.2 Advance Technology Solutions	DIR. HELEN GANDARA				
4.2.1 Improve automated information sharing with other Criminal Justice agencies.	C				
4.2.2 Identify alternative mobile devices for data communications.	C				
4.2.3 Evaluate the benefit of coordinating Police/Fire Dept. information technology purchases through one source.	C				
4.2.4 Establish a process for continual identification & prioritization of technology needs for each Bureau.	√				
4.3 Develop the Organization	DIR. HELEN GANDARA				
4.3.1 Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	C				
4.3.2 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	C				
4.3.3 Develop & establish a Police/Fire Dept. process evaluation & improvement team.	C				
4.3.4 Assess the Department's processes & resources for acquiring grants & donations.	√				
4.3.5 Conduct a Police/Fire Dept. process evaluation to identify areas for integration.	√				
4.3.6 Conduct a comprehensive review of specialized components to ensure most effective utilization of resources & delivery of services (staffing model).		√			
4.3.7 Develop a proposal for temporary duty assignment program in the public/private sector.		√			
4.3.8 Assess need for District administrative support.			√		
4.3.9 Create an Internal Audit Unit.				√	
Strategic Direction 5 – Strengthen Communications					
5.1 Strengthen Internal & External Communications	CMDR. JEFF WALTHER				
5.1.1 Implement a public awareness campaign focused on the dangers of distracted driving.	C				
5.1.2 Explore establishing a police athletic league.	C				
5.1.3 Establish a process to promote continual team building opportunities for the Police & Fire Departments.	C				
5.1.4 Institute a collaboration model between Police & Fire Dept. leadership.	C				
5.1.5 Establish common community outreach initiatives with the Fire Department.	C				
5.1.6 Evaluate possible integration of Police/Fire Dept. annual reports.	C				
5.1.7 Create a Scottsdale Police Department yearbook to capture history.		√			

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2010/11 CALENDAR BY QUARTER

C = continuing from previous fiscal year

Scottsdale Police Department Strategies	Q1	Q2	Q3	Q4
Strategic Direction 1 – Reduce Crime				
1.1 Enhance Patrol Capabilities <i>ASST. CHIEF JOHN COCCA</i>				
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Dept.				√
1.2 Enhance Crime Prevention Initiatives <i>CMDR. MIKE ROSENBERGER</i>				
1.2.1 Formalize a process for the Department to continually address foreclosure issues.			√	
1.3 Increase Investigative Capabilities <i>CMDR. SCOTT POPP</i>				
1.3.1 Conduct an assessment of video surveillance technology options.	C			
1.3.2 Reassess the feasibility of obtaining new command vans with RICO funding.	C			
Strategic Direction 2 – Provide Exemplary Training Solutions				
2.1 Enhance Training Initiatives <i>ASST. CHIEF SEAN DUGGAN</i>				
2.1.1 Develop & implement an integrated Police Dept. / Fire Dept. training plan.	√			
2.1.2 Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	√			
2.1.3 Evaluate & identify training needs for all levels throughout the department.				√
Strategic Direction 3 – Enhance Recruitment & Retention				
3.1 Strengthen Hiring Initiatives <i>ASST. CHIEF SEAN DUGGAN</i>				
3.1.1 Evaluate Police/Fire Dept. recruitment programs & develop joint recruitment efficiencies.	√			
3.1.2 Evaluate additional recruit sources.			√	
3.2 Develop Employees <i>CMDR. BILL WILTON</i>				
3.2.1 Create a formalized mentoring plan for sworn & civilian employees.				√
Strategic Direction 4– Innovate for the Future				
4.1 Strengthen Facilities Planning <i>DIR. HELEN GANDARA</i>				
4.1.1 Establish a process to continually evaluate opportunities for shared Police/Fire Department facilities.	√			
4.1.2 Implement a process to coordinate staffing & facility planning.				√
4.1.3 Develop a long-range comprehensive Police Department space-needs study.				√

SCOTTSDALE POLICE DEPARTMENT

Scottsdale Police Department Strategies	Q1	Q2	Q3	Q4
4.2 Advance Technology Solutions <i>DIR. HELEN GANDARA</i>				
4.2.1 Improve automated information sharing with other Criminal Justice agencies.	C			
4.2.2 Identify alternative mobile devices for data communications.	C			
4.2.3 Evaluate the benefit of coordinating Police/Fire Dept. information technology purchases through one source.	C			
4.2.4 Establish a process for continual identification & prioritization of technology needs for each Bureau.				√
Strategic Direction 4– Innovate for the Future				
4.3 Develop the Organization <i>DIR. HELEN GANDARA</i>				
4.3.1 Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	C			
4.3.2 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	C			
4.3.3 Develop & establish a Police/Fire Dept. process evaluation & improvement team.	C			
4.3.4 Assess the Department's processes & resources for acquiring grants & donations.			√	
4.3.5 Conduct a Police/Fire Dept. process evaluation to identify areas for integration.			√	
Strategic Direction 5 – Strengthen Communications				
5.1 Strengthen Internal & External Communications <i>CMDR. JEFF WALTHER</i>				
5.1.1 Implement a public awareness campaign focused on the dangers of distracted driving.	C			
5.1.2 Explore establishing a police athletic league.	C			
5.1.3 Establish a process to promote continual team building opportunities for the Police & Fire Departments.	C			
5.1.4 Institute a collaboration model between Police & Fire Dept. leadership.	C			
5.1.5 Establish common community outreach initiatives with the Fire Department.	C			
5.1.6 Evaluate possible integration of Police/Fire Dept. annual reports.	C			

SCOTTSDALE POLICE DEPARTMENT

ACKNOWLEDGMENTS

The Department would like to express thanks to the following individuals who provided input into the development of the 2010/11-2014/15 Strategic Plan. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include those involved with updating the Plan.

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This document is also available in PDF format on our website at www.scottsdaleaz.gov. Comments are welcome and can be submitted to:

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